Committees
16 (1)

DCI/IC -74-2407

7 December 1974

MEMORANDUM FOR: General Wilson

SUBJECT: Program for the NSCIC Working Group

1. Attached is my draft of a proposed memorandum from you
to the NSCIC Working Group outlining the next steps in the
Group's program. I suggest that consideration of this memorandum
be the topic of your next meeting of the Intelligence Panel before
it is sent to the Working Group members.

2. With respect to the proposed briefings:

a. No contact has been made with George Carver re the
NIO briefing which I propose be given at the next meeting
of the Working Group. Mr. Carver will be away from the
headquarters until 16 December. The kind of briefing which
is proposed would require little preparation on his part.

b. Preparation of a report on the "people problem"
which could be accompanied by a handout, was tasked by you
to MPRRD on 16 October. You asked at that time for an early
indication as to when such a report could be available.

c. Likewise, preparation of a report on the "warning and
crisis response problem" was tasked by you to PRD on 16 October,
along with a request for early indication as to when such a
report could be available.

3. Preparation of handouts for the Group on the topics mentioned
in paragraph 4 of the attached memorandum could be assigned to PRD.
I have not discussed this with PRD.

4. The proposed action projects listed in paragraph 5. of
the attached memorandum have been deliberately limited to five.
I think the number of projects should be kept fairly small. You
may have in mind other projects which could be substituted for those
I have listed.

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5. _____ has the back-up file on papers relating to
the attached memorandum, including minutes of both Working Group
meetings, the inputs from _____, Mr. Morell and _____
the "SIGINT Users Handbook" and your memorandum to MPRRD and PRD
of 16 October.

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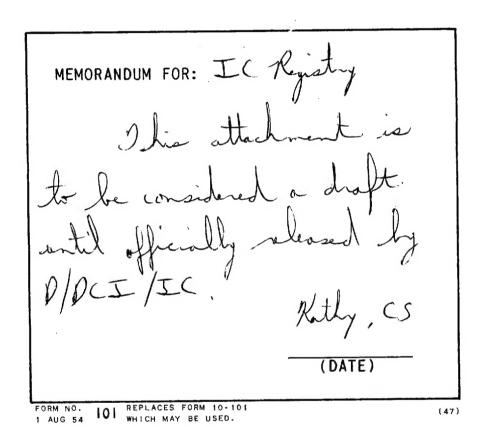25X1

Chief, Coordination Staff

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SUBJECT: Program for the NSCIC Working Group

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      (10 December 74)

MEMORANDUM FOR: IC Registry

This attachment is to be considered a draft until officially released by D/DCI/IC.

Kathy, CS

_____
(DATE)

FORM NO. 101 REPLACES FORM 10-101
1 AUG 54 WHICH MAY BE USED.

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MEMORANDUM FOR: Members of the NSCIC Working Group

SUBJECT   :   Program for the Working Group

1. The following proposals for a program to be undertaken by the NSCIC Working Group have been distilled from discussions at our two meetings, from supplementary comments provided by Mr. Morell and VADM Rectanus, and from discussions within my Intelligence Community Staff. I recognize that these proposals represent "only a beginning" and that our program will be constantly evolving as we go along.

2. I visualize the program as having three elements:

     a. Briefings which will respond to questions posed by members of the Working Group on matters for which additional background data would lend support to our program. No more than one briefing per session would be scheduled. The briefing would last no more than 30 minutes.

     b. Short summations in handout form to be provided by me on what is being done within the Intelligence Community as regards specific problems identified by Working Group members as requiring attention.

     c. Action projects to be sponsored by the Group and to be conducted in one of several ways. In some instances individual submissions from the Group members would be consolidated into a report to the NSCIC. In other cases, responsibility for conduct of a particular study would be either the responsibility of an individual member as designated by the Group or would be assigned to a special subcommittee of representatives selected by Group members.

3. Briefings which I am currently proposing to schedule are as follows:

     a. Functioning of the NIO system. At our next meeting, Mr. George Carver and a selected group of NIOs will be requested to brief the Working Group on the responsibilities of the NIOs and how they are functioning in their roles as representatives of the DCI in substantive intelligence matters.

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b. <u>The Intelligence Community "people problem."</u> This will be a presentation by the Intelligence Community Staff on what has happened over the past several years in terms of personnel reductions and expected future trends, with indication as to how personnel constraints are likely to impact on the responsiveness of the Community to user needs.

c. <u>The warning and crisis response problem</u>. This will be a presentation by the Intelligence Community staff on actions underway and programmed to improve the acquisition and handling of warning intelligence and the provision of information to users in pre-crisis and crisis situations.

d. <u>The estimative process</u>. An explanation of who does what and when in the preparation of major estimative products of the Community.

4. Examples of the kind of summations which I would propose to distribute to Group members for their use are the following:

a. <u>The explicit expression of uncertainty</u>: A report on the use of such tools as the Sherman Kent "fever chart" and on efforts underway in the Community to improve user understanding of the manner in which uncertainties are expressed.

b. <u>The scheduling of estimates</u>: What is being done re the distribution of schedules of estimates and the manner in which such schedules are developed.

c. <u>The development and review of NIE Terms of Reference</u>: An explanation of how this is done, who participates and at what points consumer inputs are solicited.

d. <u>The NIE process</u>: How topics are selected, who does it, the basis for selection, etc.

5. The following are proposals for action projects which I am requesting the Working Group consider at its next meeting.

a. <u>The provision of consumer guidance to the Intelligence Community</u>.

The stated mission of the NSCIC is to provide substantive guidance to the Intelligence Community. Preparing recommendations as to how this can best be done is fundamental to the role of the Working Group.

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I propose that each Group member nominate a representative to an ad hoc sub-committee which will be charged with preparing a report for Group consideration by no later than 1 March 1975.

The sub-committee would examine various means by which the NSCIC could provide guidance to the DCI, the scope and content of such guidance, and the primary areas toward which it is recommended attention be directed.

b. Inputs to the KIQs for FY-1976

Each Working Group member would be requested to submit at our February meeting a listing of not more than ten brief statements identifying "the most important questions of current policy interest for which a responsive high quality intelligence input is urgently required."

The resultant listing of 50 or fewer statements would be submitted to the NSCIC for approval and forwarding to the DCI as guidance for the development of the Key Intelligence Questions for FY-1975, and as an input for the scheduling of national intelligence estimates.

This project would not involve the actual drafting of KIQs, but would represent the identification--in terms of the interests of State, Defense, Treasury, the JCS Joint Staff and the NSC Staff--of those important policy questions to which the KIQs should relate.

It is quite likely that there will be overlap between the inputs from different members and if this is the case some elements of the listing could be consolidated.

Concern has been expressed as to the means of making intelligence producers and collectors aware of shifting policy needs, and a listing such as is proposed if repeated, perhaps semi-annually, could be a means of heightening Intelligence Community perception of the requirements of policy making levels of the Government for intelligence.

c. A Handbook for Intelligence Users

The Working Group would task its Intelligence Panel to prepare a "Handbook on the Intelligence Community" at no higher than a Secret classification, although it might have

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annexes of higher classification. This would respond to the
proposal made by Mr. Ellsworth (see para. 4 of the minutes of
the Working Group 20 November meeting).

Reference could be made in this handbook to other handbooks
applicable to particular systems (such as the NSA "SIGINT Users
Handbook" issued 22 April 1974.

An alternative approach would be to assess the utility
of existing handbooks and the possible need for additional
specialized handbooks, with recommendations for the NSCIC to
pass to the DCI as warranted.

   d. Critique of Intelligence Publications

Each Working Group member would be requested to select
five individual publications or types of publications, and prepare
a critique of each of these in terms of its usefulness to his
organization, its strong and weak points, and suggestions for
improvement. The critiques would be assembled as a report to the
NSCIC with a recommendation that the report be sent to the DCI for
dissemination to the appropriate production offices of the Intelli-
gence Community.

   e. Systematic Consumer Evaluation of Current Intelligence Products

A task force representing the Working Group would be appointed
to develop a proposal for specific procedures to be utilized in
obtaining consumer evaluations of current intelligence products.

Focus would be on procedures which would not be so time-
consuming as to discourage a reaction from high level users of
intelligence, but yet would provide meaningful comments to the
intelligence producers.

One possible procedure might be for the Intelligence Community
staff to assemble, on a daily basis, clippings as to how the same
subject is treated in different current intelligence publications
and utilize the Working Group members as a channel through which to
obtain consumer assessment as to the value, pertinence and quality
of the different publications,along with suggestions for improvement.

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6. Discussion of these projects, along with the NIO briefing, will be the primary agenda items at the next Working Group meeting, which I propose be held at 1000 hours on _____ in the White House Situation Room.

Samuel V. Wilson
Lt. General, USA
Chairman

Distribution:
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